CHAPTER FIVE

FINDINGS AND DISSCUSIONS

INTRODUCTION

1. This chapter aims to interpret the findings of the study by examining the factors contributing to middle grade officers in combat, combat support and combat service support units of Sri Lanka Army. This behaviors are influenced by intrinsic and extrinsic motivational factors. By analysing quantitative oriented data, it explores the relationships and correlations identified in earlier sections, comparing them with existing literature on motives and individual behavior. The discussion bridges empirical data with theoretical frameworks, offering practical insights for military policymakers and leadership to develop approaches to reduce absenteeism and premature/early retirement and enhance officer engagement. Moreover, the chapter acknowledges the study's limitations and provides recommendations for future research, contributing to a deeper understanding of contributory factors of job retention of middle grade officers in Sri Lankan Army.

KEY FINDINGS

2. The study exposed numerous key factors contributing to retention of middle grade officers, connected to economic challenges, lack of opportunities, psychological state, and social recognition. This part summarizes the major findings, giving a regulated analysis in line with the research objectives and remaining literature. In order to assess the ‘objective one’, the effect of extrinsic rewards on the retention intension middle grade officers in the Sri Lanka Army, the study give its focus towards Career advancement, job security and benefits, and financial compensation were analyzed in depth via a structured questionnaire data.

EXTRINSIC REWARDS AND ITS IMPACT OF JOB RETENTION

3. A middle-grade officer's "Retention Intention" is moderately influenced by extrinsic rewards. The study identified a high correlation between benefits, job security, and career advancement. Observing the impact of extrinsic rewards on middle grade officers' retention intention was the 'first objective' of this study. In this case, extrinsic rewards were money remuneration, job security and perks, and professional growth. The descriptive statistics revealed a relatively low mean score for extrinsic rewards (2.33), indicating that officers are generally dissatisfied with these reward components. In contrast, retention intention reported a relatively high mean score of 4.31, suggesting a moderate to strong motivation among officers to continue their service. Despite this high retention intension, the correlation analysis shows a weak negative relationship among extrinsic rewards and retention intention ($r = -0.046$), demonstrating that extrinsic rewards do not have a significant direct impact on the decisions of officers to remain in the service.

4. This finding align with Herzberg's (1959) Two-Factor theory, which classifies extrinsic rewards such as salary, job security, and working conditions as hygienic factor." According to Herzberg, the presence of these factors does not inherently motivate personnel/middle grade officers but their absence can cause dissatisfaction. In the case of the Sri Lankan Army, the dissatisfaction in extrinsic rewards such as inadequate compensation, limited career progression opportunities, and lack of job security might not directly demotivate them to leave the service but may contribute to frustrations. However, the lack of important positive relationship between extrinsic reward and retention suggests that these factors along are inadequate to foster long term commitment or satisfaction.

5. Stimulatingly, while the overall extrinsic rewards category did not correlate strongly with retention intention, the analysis of individual sub-factors showed significant interrelationships with extrinsic rewards. For instance, financial compensation, career advancement and job security and benefits was found to have a strong positive

correlation with Extrinsic rewards respectively (r = .855), (r = .898) and (r = .677). **However, individual factors of ER and its correlation between Retention Intention (RI)' shows a weaker or negative correlation (See annex A).** This indicates that while extrinsic rewards may not directly drive retention, *they may serve to reinforce intrinsic motivators*. This nuanced relationship suggests that **extrinsic and intrinsic rewards are not entirely independent**; rather, extrinsic factors may support or amplify the effects of intrinsic motivators when managed effectively.

6. These findings are further reinforced by Allen, Bryant, and Vardaman (2010), who emphasize the limitation of relying solely on financial or extrinsic incentives for employee retention. They argue that organizations must replace traditional, compensation-based retention strategies with evidence-based approaches that focus more on psychological and emotional engagement. In military settings, where a strong sense of purpose and commitment is often central to the occupational identity, this argument is particularly relevant. Middle-level officers may remain motivated to serve not because of their pay or job security, but because of intrinsic factors such as personal growth, a sense of accomplishment, and the pride associated with serving their country.

7. When extrinsic rewards are perceived as inadequate, officers may feel that the organization is not upholding its side of the exchange, which can erode trust and weaken organizational commitment. Even though officers may continue their service due to intrinsic motivation or a sense of duty, the perceived imbalance in the exchange relationship could lead to long-term disengagement or eventual attrition.

8. In conclusion, the study clearly demonstrates that extrinsic rewards do not have a significant direct influence on the retention intention of middle-grade officers in the Sri Lankan Army presently. The disappointment with pay, career advancement opportunities, and job security may not cause immediate turnover but can undermine morale and contribute to retention challenges over time. The strong correlation between extrinsic and intrinsic rewards, however, suggests that well-structured extrinsic systems can play a supportive role in enhancing intrinsic motivation. Therefore, military leadership should

not dismiss extrinsic rewards but instead ensure they are designed to complement intrinsic motivators in a way that promotes holistic engagement and long-term retention.

INTRINSIC REWARDS AND ITS IMPACT OF JOB RETENTION

9. The second objective of the study was to examine the influence of intrinsic rewards (IR) on the retention intension (RI) of middle grade officers in the Sri Lankan Army. Intrinsic rewards in this context include factors such as recognition, personal growth, and sense of accomplishment. The correlation analysis revealed a strong and significant positive relationship between 'intrinsic rewards' and 'retention intention'. Specifically, the intrinsic rewards dimension recorded a high mean score of 4.33, reflecting that officers generally feel important and motivated by internal, non-monetary aspects of their work. This high intrinsic motivation aligns with the relatively strong mean value for retention intention (4.31), suggesting a meaningful connection between the two variables.

10. Further correlation analysis provides deeper insights. Among the sub-factors, recognition (R) shows a significant positive correlation with Retention Intension (RI), indicating that officers place a high value on being acknowledged for their contributions. Personal growth (PG) and sense of accomplishment (SA) are also strongly correlated with retention intention (RI), with correlation coefficients of r = 0.874 and r = 0.871 respectively. This implies that middle grade officers experience a high degree of satisfaction from opportunities for self-development and the meaningfulness of their roles. These elements of intrinsic motivation are thus not only highly valued but are also closely tied to the officers' intension to remain in the service. **Importantly, individual factors of IR and its correlation between Retention Intention (RI)' shows a strong positive correlation (See annex A) which leads to the core argument and support the hypothesis 2.**

11. These findings strongly align with deci and Ryan's (1985) Self Determination Theory, which highlights the significance of intrinsic motivation in nurturing long-term commitment and engagement. The hypothesis defines that when people's basic psychological needs for affiliation, competence, and autonomy are satisfied, they become more driven. These specific demands are met in the military context by possibilities for personal growth, recognition, and the feeling of making a significant contribution. Officers are more likely to feel fulfilled and dedicated to their jobs when these demands are met, which increases their motivation to stay in service, according to the positive correlation found between 'retention intention' and 'intrinsic rewards'.

12. In addition, Herzberg's two factor theory (1959) again provides a ideal framework. **While extrinsic factors function as hygienic factors, intrinsic rewards are considered as real motivators that drive to increased job satisfaction and retention.** This findings validate the theory, showing that intrinsic factors such as recognition, growth, and achievement directly influence the personal decisions to stay. Unlike extrinsic rewards, which showed a weak and even negative correlation with retention intention, intrinsic rewards are perceived by the officers as fulfilling and are actively contributing to their motivation to continue serving.

13. In a military setting where monetary rewards may be less flexible and mission-driven purpose is more central intrinsic factors become even more critical in maintaining morale, loyalty, and long-term commitment. This is especially true for middle-level officers, who often carry significant responsibility and may derive motivation from leadership, recognition, and personal impact rather than financial gain.

14. Furthermore, Gibson, Ivancevich, and Donnelly (2000) emphasize that personal development and meaningful accomplishments contribute heavily to individual satisfaction and reduce the likelihood of turnover. This supports your finding that officers who perceive opportunities for growth and who feel their work has purpose are more likely to remain with the organization.

15. Moreover, the study discloses that intrinsic rewards have a strong and significant influence of the retention intension of middle grade officers in the Army. Officers are highly satisfied with recognition, personal development opportunities, and the sense of accomplishment associated with their roles. These intrinsic factors seems to play a central role in shaping their commitment and decision to stay in service. Therefore, to enhance officer retention, the Army should continue to strengthen programs and leadership practices that promote personal growth, acknowledge contributions, and support a sense of purpose and fulfillment in military service.

EVALUATION OF RESEARCH HYPOTHESES

16. The final stage of the analysis involved hypothesis testing to assess the statistical significance of the relationship between reward types (extrinsic and intrinsic) and retention intention among middle-level officers in the Sri Lankan Army. The independent samples t-test was conducted to compare the mean values between the two reward categories. The t-values for Extrinsic Rewards (ER = -31.981) and Intrinsic Rewards (IR = 52.436) were found to be exceptionally high in absolute value, indicating significant differences in how these two reward types are perceived in relation to retention. Moreover, the Sig. (2-tailed) values were 0.000 for both, clearly below the threshold of 0.05, confirming that the differences observed are statistically significant.

17. The regression results show that the unstandardized coefficient for Extrinsic Rewards (ER) is -0.055, with a p-value of 0.444, which is greater than the standard threshold of 0.05. This indicates that the relationship between ER and retention intention is statistically insignificant**.** As a result, we fail to reject the null hypothesis (H_0) and conclude that extrinsic rewards do not significantly influence employees' intention to stay.

18. However, this statistical outcome aligns with respondents' feedback, suggesting dissatisfaction with current extrinsic rewards. The negative coefficient also implies that where ER is perceived as insufficient or lacking, it may have a slightly adverse (though

statistically non-significant) effect on retention. Therefore, while **e**xtrinsic rewards currently do not play a significant role in retaining employees**,** this may be due to the fact that they are not meeting employees' expectations pointing to a potential area for managerial improvement**.**

FINAL REMARKS OF THE STUDY

19. The study concludes that intrinsic rewards such as recognition, personal growth, and a sense of accomplishment have a strong and positive influence on the retention intention of middle-level officers in the Sri Lankan Army. While extrinsic rewards like salary, job security, and career advancement are not significant drivers of retention in the short term, officers have expressed clear dissatisfaction with these factors. This supports Herzberg'**s** Two-Factor Theory and Self-Determination Theory, emphasizing that intrinsic motivation is key to sustaining commitment.

20. However, the t-test also confirm that the significant difference in how officers pursue extrinsic and intrinsic rewards. Though intrinsic motivators currently play a larger role in retention, continued inattention of extrinsic rewards such as inadequate financial return or limited career progression could, in the long run, lead to a decline in morale and retention. Even if extrinsic rewards (ER) are not statistically significant right now, the perception of insufficiency among employees is a warning sign. Over time, this can lead to: increased turnover, low morale and engagement.

21. As the workforce evolve, forthcoming studies may find 'extrinsic rewards' become the most significant factor especially as cost of living, inflation, and organization standard change. Therefore, while intrinsic rewards should remain central to retention strategies, the Sri Lanka Army must also review and improve extrinsic rewards systems to assure long-term institutional commitment and stability.